

Associate Directors Collection
1959-1994
JPL 240

History

The title of Associate Director at the Jet Propulsion Laboratory (JPL) originated in 1980, with the establishment of three Executive Council committees, for the purpose of addressing and coordinating the increasingly numerous and complex issues faced by the Lab. The three committees served as adjuncts to the Executive Council. They were the Solar System Exploration Executive Committee, Utilitarian Projects Executive Committee and the Institutional Executive Committee. The Executive Council was composed of top-level Assistant Laboratory Directors and their Deputies, along with the Laboratory Director and Deputy Director. It acted as a high level advisory and consulting group to the Laboratory Director.

The Solar System Exploration Executive Committee was originally responsible to assure proper coordination and oversight of the many facets of the solar system exploration program, to provide for effective communication between committee members and the organizational elements, and to assign special action items as necessary. The Solar System Exploration Executive Committee changed its name in March 1980 to the Space Science and Exploration Executive Committee. The name change was due to the enlarged scope to include all JPL interests in space science or space exploration that was extraterrestrial in nature.

The Utilitarian Projects Executive Committee was concerned with projects and tasks that were not involved with space exploration, which included energy, biomedical technology, and defense. The objectives for the UPEC were to stimulate advanced planning for new utilitarian business opportunities, and to evaluate new business plans for compatibility with JPL's goals.

The Institutional Executive Committee was concerned with manpower allocations, burden budget guidelines, employee issues, and other institutional issues.

It was announced to the Lab that the chairs of each of the committees would be given titles of Associate Director in Director's Letter Number 73, issued on September 11, 1981. Fred Felberg was named Associate Director for Institutional Programs, Harris M. "Bud" Schurmeier was named Associate Director for Utilitarian Programs, and Robert J. Parks was named Associate Director for Solar System Exploration.

This division of labor did not prove to be lasting. Parks became Deputy Director upon the retirement of Charles H. Terhune at the end of 1983, and his position was not filled. The retirement of Schurmeier in October 1985 left that position vacant as well.

After Felberg's retirement in July 1987, he was succeeded by Clarence R. "Johnny" Gates, whose title was simply "Associate Director" with no sub-title. The practice of a single person assuming the position of Associate Director was the norm until the late 1990s.

Provenance

Accession 2001-44: A shipment of records was sent to the Laboratory Records Center (LRC) by Lynn M. Patterson, Section 100, Office of the Director, on April 29, 1991. The shipment was withdrawn on November 29, 1993, and transferred back to the LRC, with additional material added by Elisabeth M. Dettinger, Section 100, on January 28, 1997. The shipment was accessioned by the JPL Archives on October 1, 2001.

Accession 1992-82: The accession was composed of four separate records shipments, all originating from Lynn Patterson, transferred to the LRC between January 1983 and August 1987. The shipments were transferred to the JPL Archives as one Accession on August 27, 1992.

Collection Arrangement and Description

The collection is comprised of memoranda, correspondence and reports originating from the Office of Associate Director, primarily dealing with Burden Budget matters. The documents were originally collected either by Fred Felberg or Kirk Dawson. Inclusive dates of the collection are 1959 to 1994. Bulk

dates are from 1980 to 1982 and 1991 to 1993. The collection is divided into three series: JPL Futures Study, General Files, and Burden Budget Materials.

JPL Futures Study, (folders 1-13). The JPL Futures Study Team was created in April 1980. Its purpose was to provide the Director with an assessment of the programmatic and institutional alternatives for JPL that were consistent with both its goals and commitments and a realistic appreciation of the dynamics on national priorities and circumstances. The team was chaired by Fred H. Felberg. The final report was issued in July 1980.

Alongside the files of the Futures Study are two historical examples of previous organizational studies. In June 1959, McKinsey & Company was contracted to undertake a study of the Lab's management and organizational concepts, with a view towards recommending certain actions to Director William H. Pickering that would improve operations at the Laboratory. The final report, called the "McKinsey Study" was issued in September 1959. The recommendations included the establishment of the position of Deputy Director to handle internal day-to-day operations of the Laboratory, the establishment of a planning office to assist and advise the Director, the realignment of the financial and procurement procedures and processes on the Laboratory, and ultimately the establishment of the matrix as an organizational structure.

Another organization study was undertaken in 1967. This study was to examine JPL functional and organizational relationships and make recommendations, and was chaired by William H. Bayley. The final report is stamped "JPL Discreet."

General Files, (folders 14-32). These files include correspondence, committee reports, memoranda, and other materials that were filed under an internal numerical filing system, and items that did not easily fit into any other category.

Located in the General Files are folders concerning the JPL Controller Study. Beginning in September 1994, a study was chartered by Deputy Director Larry Dumas to determine if JPL should establish the position of Controller or Chief Financial Officer, and to make recommendations on possible organizational arrangements. The study was chaired by Dave D. Evans, an assistant to Associate Director Kirk M. Dawson. Included in the materials are correspondence, presentation materials, and miscellaneous materials from Evans.

Burden Budget Materials, (folders 33-52). The series includes the report, "Review of JPL Burden Planning and Control System." This was also known as the "Biggs Report" named after J. Biggs of the NASA Office of Space Science and Applications (OSSA), chair. The review was conducted in September 1971 by several NASA organizations, including OSSA, the Office of Tracking and Data Acquisition, the NASA Management Audit Office, Langley Viking Project Office, Financial Management NASA Pasadena Office, and Defense Contract Audit Agency at JPL. Included in the collection is the final report, dated November 1971, and a draft of the JPL comments, also dated November 1971.

JPL Discreet materials

Nine folders contain documents that are stamped or marked "JPL Discreet." The original positions of Discreet material in the collection have been marked with separation sheets. The material has been moved to a box at the end of the collection.

Conservation/Preservation

Standard preparations of documents for long term storage were completed.

Separation Statement

Accession 2001-44: The original accession was split into the following collections: The Duane F. Dipprey Collection (JPL 239), The Central Engineering Building Collection (JPL 238), The Fred Felberg Collection (JPL 230), The Clarence R. Gates Collection (JPL 235) and The Associate Directors Collection (this collection).

Accession 1992-82: The original accession was split into the following collections: The Fred Felberg Collection (JPL 230), The Harris M. Schurmeier Collection (JPL Collection number to be determined), and The Associate Directors Collection (this collection).

Finding Aids

No other finding aids exist for the collection.

FILE FOLDER LIST

Box 1 of 8 – JPL Futures Study

- Fld. 1 McKinsey Study, 1959.
- Fld. 2 JPL Organization Study, September 1967.
- Fld. 3 Report of the System Contracting Concepts Committee, May 1970.
- Fld. 4 JPL Futures Study, Futures Study Team, April 1980.
- Fld. 5 Futures Study, Defense, 1980. [part 1 of 2]
- Fld. 6 [part 2 of 2]
- Fld. 7 Futures Study, Energy, 1980.
- Fld. 8 Futures Study, Space Applications, 1980. [part 1 of 3]

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- Fld. 9 Futures Study, Space Applications, 1980. [part 2 of 3]
- Fld. 10 [part 3 of 3]
- Fld. 11 Futures Study, Space Exploration, 1980.
- Fld. 12 Futures Study Report, July 1980.
- Fld. 13 Futures Study, Opinion Survey, 1980.

General Files

- Fld. 14 1.1.6.2.1 Burden Purposes and Structures Study, C. Gates, Chair, February 1991.

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- Fld. 15 1.1.6.2.1 Campus Research on Organization for Flight Projects Office, May 1992.
- Fld. 16 1.1.6.2.1 Exploring New Funding Mechanisms to Bridge Histories, May 1992.
- Fld. 17 1.1.6.2.1 Test Bed, November 1992.
- Fld. 18 1.1.6.2.1 Background for Technical Infrastructure Committee of Institutional Management Council and Engineering Management Council, January 1993.
- Fld. 19 1.1.6.2.1 FY 96 Burden Budget Implementation Task, August 1993.
- Fld. 20 1.1.6.2.2 Contractor Study, 1988-1989.
- Fld. 21 1.1.6.3.1 Detailees, 1980-1993.
- Fld. 22 1.1.6.3.2 Schurmeier, H. M., April 1991.
- Fld. 23 1.1.7.3 Manned Flight Awareness Program, Scheck, Administrator, January 1991.

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- Fld. 24 1.1.7.3 Manned Flight Awareness Program, March 1992.
- Fld. 25 1.1.8.4 JPL Reviews Process Action Team, 1992-1994. [part 1 of 2]
- Fld. 26 [part 2 of 2]
- Fld. 27 1.1.8.4 Foreign and Conference Travel Process Action Team, 1983.
- Fld. 28 1.1.18.1 Special Assistant, Mickey Alper, 1994.
- Fld. 29 JPL Controller Study, Dave Evans, Chair, 1994.
- Fld. 30 JPL Controller Study, Miscellaneous Evans Files, 1994.

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- Fld. 31 Task Termination Process, Contingency Planning, 1981-1982.
Fld. 32 Kirk Dawson Travel Reports, 1992-1993.

Burden Budget Materials

- Fld. 33 Review of JPL Burden Planning and Control System, (Biggs Report), 1971.
Fld. 34 Analysis and Rationale for a New Discretionary Fund to Support
Preproposal Studies, April 1976.
Fld. 35 Manpower Planning, 1976-1981.
Fld. 36 Preliminary FY'80 Manpower – Galileo, 1979-1980.
Fld. 37 Planning Rates, 1979-1981.
Fld. 38 FY '80 Burden Budget and Rates, 1980.
Fld. 39 FY '81 Manpower Planning, 1980-1981.

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- Fld. 40 Indirect Manpower Allocation Presentation, 1981.
Fld. 41 Burden Budget Preparation, FY 1981.
Fld. 42 Contingency Planning, 1981-1982.
Fld. 43 FY '81 Burden Mid-Year Review, 1981. [part 1 of 2]
Fld. 44 [part 2 of 2]
Fld. 45 FY '81 Holding Accounts, 1981.
Fld. 46 FY '82 Burden Strategy, 1982.
Fld. 47 1982 Burden Budget, 1982.

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- Fld. 48 FY '82 Burden Budget Development, 1982.
Fld. 49 FY '82 Midyear Burden Review, 1982. [part 1 of 2]
Fld. 50 [part 2 of 2]
Fld. 51 Workforce Application Forecasting, 1983-1985.
Fld. 52 Simulated Research and Program Management Budgets, 1985.

Box 8 of 8 – JPL Discreet

JPL Discreet items; 9 folders.

CATALOG DESCRIPTION

The Associate Directors Collection, 1959-1994.

2.4 cubic ft. (61 folders)

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The collection contains JPL Discreet materials.
Finding aid available in the Archives.

Tracings

- Jet Propulsion Laboratory – History
- Jet Propulsion Laboratory – Office of the Director
- Jet Propulsion Laboratory – Associate Director
- Jet Propulsion Laboratory – Executive Council
- Jet Propulsion Laboratory (U.S.) – Administration – History – Sources.
- Burden Budget
- Felberg, Fred H.
- Dawson, Kirk M.
- James, Jack N., 1920-2001.
- Dumas, Larry N.
- Schurmeier, Harris M. (Bud)
- Scheck, Timothy R.
- Casani, John R.
- Alper, Marshall E. (Mickey)
- Evans, Dave D.

Part of Accessions 1992-82, 2001-44.